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ABSTRACT

Designed to serve as an introduction to trusteeship in Mississippi libraries, this revised handbook re-defines the role of the trustee in library development as independent libraries are merged into larger administrative units. Sections briefly cover trustee appointment, qualifications, his/her authority and responsibilities to the community, the organization/power/duties of county and municipal library boards of trustees in county and regional library systems, the responsibility of the trustee to the library, the responsibility of the library to the trustee, orientation for new trustees, and the Mississippi Library Commission's aid to trustees. Appended is a questionnaire used to evaluate the performance of the library director. (JD)

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HANDBOOK

FOR

LIBRARY TRUSTEES

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Mississippi

Library Association

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

IR001869

compiled by

Trustees Section, Mississippi Library Association

1978

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INTRODUCTION

Library Development in Mississippi has encouraged combining small independent libraries into larger administrative units. As a result of these mergers, the need was felt for a re-definition of the role of the trustee in library development. This revised handbook, a project of the Trustees Section of the Mississippi Library Association, was designed to fill this need. Its purpose is to serve as an introduction to trusteeship in Mississippi libraries.

The loose-leaf arrangement is to permit each library to add its own policies, by-laws, reports, etc.

I.

APPOINTMENT

Library trustees are appointed under provision of the Library Laws of the State of Mississippi Section 39-3-15 Mississippi Code of 1972.

> Sec. 39-3-15. Board of Trustees--The management and control of a county or municipal library shall be vested in a board of five (5) trustees, and they shall be appointed by the governing authorities of the county or municipality. The first appointments shall be for the terms of 1, 2, 3, 4, and 5 years respectively, and thereafter, a trustee shall be appointed to serve five (5) years.
>
> When five (5) or less counties support a regional library, the management and control of the regional library shall be vested in a board of five (5) trustees, if more than five (5) counties support a regional library the board of trustees shall consist of as many members as the number of counties that support the library. The trustees shall be appointed by the governing authorities of the counties that support the library. In a regional library supported by less than five (5) counties, the distribution of the membership on the board of trustees shall be determined by agreement among the counties that support the library. In a regional library of five (5) counties or more one (1) member of the board of trustees shall be appointed by the governing authority of each county supporting the regional library.
>
> In the first appointments to the regional board of trustees five (5) members shall be appointed for terms of 1, 2, 3, 4, and 5 years respectively, and any number of trustees above five (5) shall be appointed for terms of one (1) year. Thereafter, all trustees shall be appointed annually to serve five (5) years.
>
> When five (5) or more counties join with a municipality with a population in excess of one hundred thousand (100,000), the management and control of this city-county regional library system shall be vested in a city-county regional library board composed as follows:
>
> (a) Each county shall have one (1) trustee. A county shall have an additional trustee for each segment of population in excess of fifty thousand (50,000), or major fraction thereof. The population of a municipality that qualifies under (b) below will not be counted when applying this subsection (a).

(b) A municipality with a population in excess of one hundred thousand (100,000) and with a municipal levy for library support of at least one (1) mill, shall also have a trustee for each fifty thousand (50,000) population, or major fraction thereof.

The term of each trustee shall be for a period of five (5) years. Initial appointments to the city-county board shall be made in a manner determined by the counties and municipalities involved so that terms expire on a staggered basis.

The governing authorities of counties and municipalities joining in a city-county regional library system may provide by contract for the withdrawal from said system of any member on such terms as may be agreed upon including the manner of distribution of book holdings and other personal property held or acquired by any such district during the term of membership of any withdrawing member.

Vacancies on the board of trustees of a county, municipal or regional library shall be filled for unexpired terms in the same manner in which members of the board were first appointed. No trustee shall receive a salary or other compensation for his service.*

* An opinion from the Attorney General's Office on April 7, 1969 interprets this not to deny reimbursement of actual expenses incurred in attending board meetings.

II.

QUALIFICATIONS

The Trustees Section of the Mississippi Library Association suggests to each local appointing authority the following qualifications required for effective trustee performance:

1. Ability to work with others--the other board members, the librarian and staff, and the public which the library serves.

2. Loyalty to the library at all times.

3. Mental resourcefulness to establish policies for the successful operation of library business.

4. Willingness to devote time and effort toward carrying out the duties of trusteeship.

5. Ability and willingness to participate with local, state and national leaders for the improvement of library service at all levels.

Devoted library trustees are unrecognized servants of the area they serve. They give much of their time and energies in the following ways:

1. Regularly attend board meetings.*

2. Study monthly statistical and financial reports on library operations.

3. Suggest and be receptive to innovative ways to meet community needs through long-range programs and policies for library operations.

4. Attend library conferences and workshops to hear leaders in the library field and exchange ideas with trustees from other areas.

5. Familiarize themselves with local, state, and federal laws concerning libraries; communicate with law makers and actively support library legislation on the local, state and national levels.

6. Report and interpret the needs of the library to the appointing authority.

The Trustee Section suggests that the above qualifications be given to and discussed with the appointing authority when new trustees are to be appointed.

* By-laws may include a request that a board member should resign after a specified number of absences in one year.

III.

AUTHORITY AND RESPONSIBILITIES OF TRUSTEES

Sections 39-3-17, and 39-3-19, Mississippi Code 1972, defines the general organization, powers and duties of the Board of Trustees.

Sec. 39-3-17. Board of Trustees organization, powers and duties.--The trustees, immediately after their appointment or election, shall meet and organize by the election of such officers as they deem necessary. They shall (1) adopt such by-laws, rules and regulations for their own guidance and for the government of the library as they deem expedient; (2) have the supervision, care and custody of all property of the library, including the rooms or buildings constructed, leased or set apart, therefore; (3) employ a librarian, and upon his recommendation employ such other assistants as may be necessary, prescribe their duties, fix their compensation and remove them for a cause; (4) submit annually to the governing body a budget containing estimates for the ensuing year; (5) have exclusive control of the finances of the library; (6) accept such gifts of money or property for library purposes as they deem expedient; (7) on recommendation of librarian purchase books, periodicals, maps and supplies for the library; (8) and do all other acts necessary for the orderly and efficient management and control of the library. Provided, however, that no expenditure made or contracted by said trustees shall be binding on any county or municipality so as to require any payment in excess of funds made available for library purposes under this Act.

Sec. 39-3-19. Annual reports.--At the close of each year the board of trustees of every library shall make a report to the governing body in the county or municipality wherein the board serves, showing the condition of their trust during the year, the sums of money received for the library fund from taxes and other sources, the sums of money expended and the purposes of the expenditures, the number of books and periodicals on hand, the number added during the year, the number withdrawn, the number loaned out, and such other statistics and information and such suggestions as they deem of public interest. A copy of this report shall be filed in the State Library Commission.*

*The Mississippi Library Commission sends to each administrative unit a form to use in submitting their report.

Authority and Responsibilities of Trustees
Cont'd.

The Library Laws of Mississippi permit counties and municipalities to contract for service with other counties and municipalities. When these agreements exist, then a further definition of authority and responsibilities is needed beyond the law. The following definitions are suggested to be adopted and included in contracts and agreements when needed or assumed when not considered essential to a written agreement.

LIBRARY BOARD OF TRUSTEES - ORGANIZATION, POWERS AND DUTIES

County or Municipal

(Not a part of a larger unit of service)

1. With the Mississippi Library Laws as a basis, adopt such by-laws, rules and regulations for their own guidance and for the government of the library as they deem expedient.*

2. Have the supervision, care, and custody of all property of the library, including the rooms or building constructed, leased or set apart, therefor.

3. Employ a competent librarian or director, and upon recommendation of the librarian/director employ such other assistants as may be necessary. Adopt personnel policies to aide the librarian in employing additional personnel, such policies to include job descriptions and pay scales, procedures for dismissal and policies for annual leave, sick leave, etc.

4. Submit annually to the governing body a budget containing estimates for the ensuing year.

5. Have exclusive control of the finances of the library.

6. Accept such gifts of money or property for library purposes as they deem expedient according to policies adopted by the board.

7. Adopt policies to guide the librarian in the purchase of books and other library materials.

8. Do all other acts necessary for the orderly and efficient management, and control of the library.

*Sample by-laws, and policies may be requested from the Library Development Collection of the Mississippi Library Commission.

LIBRARY BOARD OF TRUSTEES - ORGANIZATION, POWERS AND DUTIES

County Library System with Municipal Boards

County Board

1. Adopt such by-laws, rules and regulations for their own guidance and for the government of the library as they deem expedient.

2. Have the supervision, care, and custody of the mobile equipment owned by the county library and buildings owned by the county.

3. Employ a competent Director and all other personnel upon recommendation of the director and with the advice and consent of the Municipal Boards of Trustees. Adopt such personnel policies to aid the director in employing additional personnel, such policies to include job descriptions and pay scales, procedures for dismissal, and policies for annual leave, sick leave, etc.

4. Submit annually to the governing body of the county a budget containing estimates of expenditures for the current year.

5. Receive all public monies appropriated for library purposes and approve all expenditures.

6. Accept such gifts of money or property for county library purposes as they deem expedient according to policies adopted by the board.

7. Adopt policies to guide the librarian in the purchase of books and other library materials.

8. Do all the other acts necessary for the orderly and efficient management and control of the library.

Municipal Board

1. Adopt such by-laws, rules and regulations for their own guidance and for the government of the library as they deem expedient.

2. Be responsible for the physical quarters of the library owned by the municipality.

3. Recommend for employment personnel in the municipal library and transmit same to the county board.

4. Make service and financial reports and budget requests to the governing body of the municipality.

5. Coordinate the efforts and interests of organized groups and/or individuals who desire to assist the Library Trustees and Staff in providing or jointly sponsoring special services of a library nature for the residents of the municipality.

6. Communicate needs of the community to the county board so programs may be included in the total library budget and in long or short range programs of the library system.

LIBRARY BOARD OF TRUSTEES - ORGANIZATION, POWERS AND DUTIES

Regional System with County and Municipal Boards

Regional Board

1. Adopt such by-laws, rules and regulations for their own guidance and for the government of the library system as they deem expedient.

2. Have the supervision, care and custody of the mobile equipment owned by the system.

3. Employ a competent Director and all other personnel upon recommendation of the director and with the advice and consent of the County and Municipal Boards of Trustees.

4. Submit annually to the governing body of each county and/or municipality within the system a budget which includes estimated expenditures for the current year.

5. Receive all public monies appropriated for library purposes and approve all expenditures.

6. In cooperation with the county and municipal boards in the system:
   a. Set up personnel policies regarding vacations, sick leave, holidays, etc.
   b. Adopt selection policies for library materials for the library system.
   c. Make gift policies for the library system and accept gifts therefor.

County Board

1. Adopt by-laws.

2. Serve as advisors to the regional board.

3. Be responsible for the physical quarters of the library owned by the county.

4. Recommend for employment personnel for the county, and transmit same to the regional board.

5. Suggest policies and programs to the regional board.

6. Make service and financial reports and budget requests to the governing officials of the county in cooperation with the regional board.

7. Coordinate the efforts and interests of organized groups and/or individuals who desire to assist the Library Trustees and Staff in providing or jointly sponsoring special services of a library nature for the residents of the county.

Municipal Board

1. Adopt by-laws.

2. Serve as advisors to the regional board.

3. Recommend for employment personnel for the municipal library and transmit same to the regional board.

4. Make service and financial reports and budget requests to the governing officials of the municipality in cooperation with the regional boards.

5. Suggest policies and programs to the regional board.

6. Be responsible for the physical quarters of the library owned by the municipality.

7. Coordinate the efforts and interests of organized groups and/or individuals who desire to assist the Library Trustees and Staff in providing or jointly sponsoring special services of a library nature for the residents of the municipality.

The following pages are included to further clarify the responsibilities of the trustee and to distinguish these responsibilities from those of the librarian. They are reproduced with permission of Mrs. Alice Ihrig who designed them for a series of workshops held in Mississippi in 1976.

The PLACE of the library trustee in PERSONNEL

Text books on the function of the library trustee always caution that the trustee stays out of personnel, that the hiring and management and firing of staff are the duties and prerogatives of the head librarian. So be it - but the most important part of personnel is the finding of that miraculous manager, the head librarian. And without a knowledge of personnel, trustees may not do well in the hiring - or undertake a necessary firing - or know how to cope with poor morale or open revolt in the ranks.

The classical steps to finding a librarian are well-worn: set a job description, advertise, interview, worry a lot and then jump in.

The not-so-classical steps might go like this:

1. Why are you in the market for a librarian? The reason for the job opening is important. Are you losing someone upward bound? Is the retirement normal? Has someone left in a huff, silent or open? Is it a new position made necessary by your success and growth?

   Put on paper the reason for the opening.
   Discuss whether the reason influences your search. (Is it time to take a new turn, redefine the job, elevate the position, look for a different personality?)
   Redraft the job description as you want it to be.
   Discuss the kind of person you want, put the qualifications on paper and then be reasonable. You won't want perfection even if you find it.
   Conduct a search, even if there is a waiting assistant ready for promotion.
   Consider asking for help - a consultant skilled in personnel selection, perhaps.
   Advertise only as widely as seems productive for your spot. National searches for modest positions may delay getting someone on board promptly.
   Pre-plan your interview and list questions to be asked. AND ASK THE STAFF TO SUGGEST IMPORTANT AREAS.
   Conduct each interview to the end and with absolute fairness even if the candidate isn't right for you.
   Sift carefully, comparing your notes and impressions to the job and person descriptions. Seek consensus and try not to override any member of the Board.
   Sleep on your decision. Then offer the position with whatever reservations you have. Tell your choice what you expect and how you plan to evaluate performance. Level with your selection on special problems you see, special conditions which might affect the job. Let the candidate think about a final decision too.
   Be enthusiastic about your selection - and let the staff and community know it. Hold a reception, issue press releases, organize an introduction to the people in the community with special interests in libraries.
   Observe a phase-in period. Be sure the librarian knows he or she can turn to the board for help and answers. Hold off on precise evaluation. Be a partner in the important opening weeks of the new relationship.
   Let the new person shine. Listen to his ideas and forget how to say, "We tried that and it didn't work." Your library is constantly renewed and revitalized by changes in personnel - even in trustees.

the PLACE of the library trustee in STAFF RELATIONS. . .

When a library board and a head librarian part, it is often because of friction over the fine line between administration and policy-making. The fracture shows when trustees overstep and deal directly with the staff that the librarian is charged with overseeing.

How should a trustee relate to the staff?

When is interference seen by the librarian?

What policies help to avoid misunderstanding?

TRUSTEES SHOULD ACCEPT THESE PRINCIPLES:

A. The staff is directed only by the librarian, who interprets policies to the staff and carries out the total library program as accepted by the Board.

B. Trustees should never give orders or instructions to the staff.

C. Trustees should go directly to the head librarian in case of any comment on the performance of staff.

D. Trustees should never interfere in the hiring process other than to agree to job descriptions.

E. The Board is a final recourse for employees who have exhausted normal appeals channels.

LIBRARIANS SHOULD RECOGNIZE THESE SITUATIONS:

A. Trustees often know staff members very well and have a friendship relationship.

B. Trustees will ask for help from staff members they know and will bypass others.

C. Trustees answer to the community and are sometimes under great pressure from constituents to hire or to fire certain persons.

D. Trustees should not be insulated from staff, but should know the positions and the programs. The librarian should provide the opportunities for trustees to be acquainted with the staff.

E. The librarian should insist on proper channels for complaints and must never permit the Board members to take direct disciplinary action.

THE LIBRARY'S POLICIES SHOULD INCLUDE:

A. A statement giving administrative powers to the librarian and, if necessary, expanding to describe what is meant by administration.

B. A provision for determining and reviewing staff manual provisions and gaining staff input on hours, salaries, benefits, etc.

C. Provision for adequate reporting from the librarian on human management problems.

the PLACE of the library trustee in FUNDING

Trustees who are knowledgeable about the services of their library, who have helped to express the goals and objectives and who are alert to the library's needs still encounter the problems of raising funds.

It is a function of trusteeship to know the sources of funds, the legal provisions for raising money and the possibilities for greater financial support.

ONGOING FUNDING:

Each year, the library's regular budget is prepared, presented and "sold" to continue normal activities. Trustees are likely to feel that this process should be fairly quiet so that there is no cost-cutting at the library's expense.

Trustees approach the year's budget by discussing who should be well-informed about the budget and its objectives, how the Board plans to present its budget and to whom, how much publicity is needed for more public support, how to translate amounts into a description of what the library plans for its community.

When budget increases are needed, how are they to be presented? What community and official supports are needed to insure the increase? What "pressures" will be needed to gain the increase?

TAX INCREASES:

When budget increases show up as an increased tax rate, even the using public may be agitated. Careful planning is needed to anticipate and warn of the increase, to make it palatable and worth supporting and to pass it through the appropriate authorities. Trustees are the ideal spokespersons for increases for libraries - IF THEY ARE WELL-INFORMED AND ASSERTIVE!

FUNDS FOR BUILDING:

Trustees make the decision to build (or purchase, renovate, remodel or add) and should be willing to carry the full responsibility for justifying their program.

Depending on local plans, this means mounting a campaign over a time period sufficient to answer the community's questions and build a support base.

Trustees are the prime public relations medium because they represent the community and its long range needs.

THOSE EXTRAS:

Even in well-funded libraries, there is room for the extra funds, and trustees can help to:

a. encourage gifts to the library (within policies written by the Board)
b. encourage support of specific programs, such as the annual lecture series by the Friends or maintenance of a local art collection by the Art League.
c. look kindly upon use of the library for raising special funds: a bake sale, a film program, a craft class, other activities with modest fees.
d. solicit regular donations from service clubs, foundations and individuals.

the PLACE of the library trustee in BUDGETING . . .

The one thing every library trustee knows for sure is that he or she is legally responsible for the library's money. It is fortunate that most libraries spend money very carefully and can show it. It is unfortunate that this careful spending may be too repetitious (last year's budget plus 6.33 for inflation); too little (this isn't the year to ask for another penny) and too old-hat (when in doubt, keep on doing what you're doing; never trade a story hour for a teen scene).

It is the role of the trustee to be more interested in the money he is guarding, more concerned about the results of the spending and more excited about new ways to use old money and future uses for new money.

The best budget is based on extensive staff contribution of ideas, a winnowing of ideas by the librarian, a presentation of what the budget is designed to do to the trustees and plenty of time for trustees discussion.

A better practice is the zero start. Staff and trustees with input from the community - discuss the goals and directions of the library. They dream about programs they would like to see and review the effectiveness of current services. After selecting priorities, they draft a budget which supports those objectives. Usually such a budget is too big to handle, but provides an excellent base from which to make cuts or to face the fact that more funds are needed.

The build-from-basics budget then becomes program direction for the library. It should retain the necessities but provide for some new directions. It should have several projects that may not work - innovations that tap the creativity of the staff and the board.

And it will be a budget that can be explained to the public because its elements will have been justified by evaluation, experience and knowledge of needs.

HARD TO DO? Perhaps - but worthwhile because it comes from a real look at what the library is doing - and should do.

the PLACE of the library trustee in PUBLIC RELATIONS . . .

The library trustee is responsible for providing the best possible library service to the community. Unless the trustee relates to the public, he or she will have trouble being representative of the total community and its needs.

The library trustee places himself in the public relations picture by . . .

- deliberately mixing with many segments and interests in the community
- listening to what people are saying about the library - and about needs which might be served by the library
- explaining the library and its usefulness to people in the community
- selling the merits of good library service - and the ways of getting it
- responding to questions and being prepared with answers to "negatives"
- working closely with other trustees and the librarian on programs planned to keep the public informed
- being open to new ideas and programs the library can offer to serve its many different kinds of publics
- suggesting areas of service which ought to be studied and considered
- volunteering to speak to groups and individuals about the library
- recognizing the inadequacies of the library by planning to overcome them
- using the library's many resources so that he or she can be knowledgeable
- attending the meetings of groups in the community to speak and to listen
- recruiting members for the Friends of the Library
- participating in meetings and conferences offering learning experiences
- exploring the outlooks of the community through appropriate tools, such as surveys, trial programs, special interest programs, etc.
- realizing that library growth is a continuous process requiring ongoing vocal and financial support from many people and groups
- organizing support for the library, especially for its difficult but needed growth

The library trustee can say what the librarian cannot: I stand solidly behind good library service, delivered to my community by the best people we can find and in an equitable and exciting way - and I am willing to pay for it and to ask you to help!

HOW TO GET IT DONE

RELATIONSHIPS WITH GOVERNING BODIES are important to libraries, who must lean on other officials for assistance. But library trustees should remember that the library is a deserving (and serving) unit of government itself and not to be relegated to the bottom of the financial totem pole.

IN DEALING WITH OFFICIALDOM, try . . .

. Being a friend. You can't expect continuing support if you don't build friendly relationships and join in the fun on being officials.

  . Know your officials and what they are doing and the problems they have.
  . Build an atmosphere of equality. You are important too.
  . Offer the services of the library - and mean it.
  . Tailor services to their needs - and ask them what they want.
  . Join groups (and parties) where they are active and get to know them.
  . Plan library activities which involve officials: exhibits they must see at a special preview; a special book review touching their official jobs; coffee or lunch or dinner at the library and with the trustees and staff; assignment of their own special librarian, who will watch out for books of interest and hasten with the answers to reference questions; a community report session featuring them; an opportunity for input into your long-range plan . . .

. Being informative. If they don't know what you are doing, how can they be happy when they find out?

  . Ask for time on agendas of other boards to report on what you are doing.
  . Conduct interviews with officials on their opinions of the library.
  . Be sure the library is represented on various committees and commissions affecting community development.
  . Supply background material for their decision-making.

. Being enthusiastic. Officials need your real interest in their problems.

  . Support a candidate - personally.
  . Offer the library in support of issues - exploring some and advocating others.
  . Attend other meetings. When they get used to you, they'll ask for help.
  . Volunteer. Offer yourself and the library resources to get the facts on projects.

. Being involved. This means visible and knowledgeable and dependable.

  . Pick an activity with visibility and tackle it hard.
  . Suggest others who may be available (and be sure they are FRIENDS).
  . Invite other officials to serve on your advisory committees.
  . Reach out to all kinds of officials, elected and appointed. The member of the Town Board may be the next mayor.

Are your FRIENDS really FRIENDS?

And what to do about it . . .

FRIENDS (of the Library) are nice to have, except that they . . .

. . . may try to run the library

. . . over-volunteer

. . . take over from the board

. . . have too much influence on policy

FRIENDS are nicest when they . . .

. . . have a carefully worded set of by-laws declaring their purposes and separating them from the management of the library.

. . . plan their fund-raising activities with the approval and consent of the library, but with few demands upon the staff.

. . . serve as "informers" to let the board in on what the community needs.

. . . recruit new members and keep them active and informed about the library.

. . . work closely with the board in making long range plans.

. . . ask "What can we do" instead of announcing "We will do this."

FRIENDS have ideas and carry out all kinds of projects, such as . . .

. . . fund-raising for special purposes, after consultation with the board.

"Does the library really need a fountain?"

. . . support of finance drives for major projects, or for bond issues.

"Let us man the precincts and serve as volunteer judges of election."

. . . volunteer hours in the library, IF the library is prepared and follows careful rules.

"No, you cannot be librarian-for-a-day!"

. . . sponsor of a special program, project or series.

"My uncle knows William Manchester, and I'll have him as a house guest when he's here for a lecture."

"You want an art fair? You've got it!"

"Of course we can find someone to demonstrate potting."

. . . solicitation of donations, or legacies, or legislative support.

"Yes, I'll tell my Congressman how to vote."

IV.

RESPONSIBILITY OF THE TRUSTEE TO THE LIBRARY

When the trustee feels the responsibilities listed in Section III cannot be fulfilled, then it is the duty of the trustee to resign or ask not to be re-appointed.

V.

RESPONSIBILITY OF THE LIBRARY TO THE TRUSTEE

Each library owes certain responsibilities to its trustees. These are:

1. Dues to state, regional and national library organizations should be paid from library funds for the trustees if the trustees so wish.

2. Travel for trustees to attend state and national conventions should be included in each library budget. If funds do not make it possible for every trustee to attend such conferences, then attendance should be rotated among those trustees wishing to attend.

VI.

ORIENTATION FOR NEW TRUSTEES

In addition to statewide workshops, a local orientation program for new trustees should be provided to enable them to participate effectively in board meetings. The program might include:

1. The duties and responsibilities of trustees as listed in their manual.

2. Background information about the library - its policies, goals, strengths and weaknesses, and sources of income.

3. Current statistical and financial reports in addition to the budget.

4. How the library strives to respond to the needs of the area to be served.

5. Information on library development of the library system to which the library belongs.

6. Meetings with the staff and visits to the branches to become familiar with the library's organization and administration.

7. The purposes and activities of the Trustees Section of the Mississippi Library Association and the Mississippi Library Commission.

8. Library laws of Mississippi.

The librarian and trustees should share the responsibilities for orientation. Further help can be requested from the Trustee Section of the Mississippi Library Association and the Mississippi Library Commission.

VII.

AID TO TRUSTEES FROM THE MISSISSIPPI LIBRARY COMMISSION

Section 39-3-107, Mississippi Code, 1972 includes as part of the duties of the Mississippi Library Commission the following:

> "The Mississippi Library Commission when asked, shall give advice to all public and other libraries, and to all communities which may propose to establish them, as to the best means of establishing and maintaining such libraries, the selection of books, cataloging and other details of library management . . ."

As a part of its efforts to fulfill its responsibilities under the law the Mississippi Library Commission provides consultative services in the areas of budgeting, policies, procedures, personnel, facilities, programs, etc. MLC consultants meet with trustees to help them solve problems and improve local library service.

The library laws of Mississippi give to library trustees the regulatory, supervisory and budgetary responsibilities of the library via the employment of a competent librarian (Director). The following tool has been adapted and adopted by the Trustees of the _____ Library System for use in evaluating the performance of the Library Director. The use of this tool can help the trustees define their own goals, performance, and evaluation.

General principles to be followed in evaluating:

A. The Director needs to be informed what the trustees expect of his/her performance and of the evaluation procedures.

B. Rate the Director on the basis of performance, documenting your observations. Be careful not to let isolated instances of good or poor work unduly influence the rating.

C. Rate on performance, not potential.

D. Explain terms of evaluation with the Director.

PERFORMANCE EVALUATION
LIBRARY DIRECTOR

PURPOSE OF EVALUATION

Name: _____
Period Covered: _____
Today's date: _____

Annual Review_____
Termination _____
Other _____

I. GOVERNANCE AND POLICY MAKING

CIRCLE APPROPRIATE RATING

1. Does Director make balanced decisions within scope of his/her responsibility?

always nearly always often sometimes seldom never don't know

Comments:

2. Does Director assist and direct the board in setting goals and objectives and evaluation?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director assist the board to know the library and information needs of the community?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director prepare regular reports on current progress and future needs?

always nearly always often sometimes seldom never don't know

Comments:

5. Does the Director recommend policies to the board as needed and then implement the policies as adopted by the board?

always nearly always often sometimes seldom never don't know

Comments:

6. Does the Director inform and explain policies to staff and to the public?

always nearly always often sometimes seldom never don't know

Comments:

II. FINANCE

1. Does the Director supply facts and figures to the board to aid in interpreting the library's financial needs?

always nearly always often sometimes seldom never don't know

Comments:

2. Does the Director submit a recommended budget in ample time and detail for the board's consideration?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director provide a report on status of expenditures at each board meeting?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director operate within the budget?

always nearly always often sometimes seldom never don't know

Comments:

5. Does the Director work with the board in interpreting the budget and financial needs of the library to the public and to the local officials?

always nearly always often sometimes seldom never don't know

Comments:

6. Does the Director see that complete and accurate records concerning finances, personnel, property inventory and annual reports are on file at the library?

always nearly always often sometimes seldom never don't know

Comments:

III. PERSONNEL

1. Does the Director have the respect of his/her fellow workers?

always nearly always often sometimes seldom never don't know

Comments:

2. Does the Director's attitude contribute to good staff relationships?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director hire and direct staff in keeping with library personnel policies?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director work with the board for needed improvements in working conditions, salary scale and fringe benefits?

always nearly always often sometimes seldom never don't know

Comments:

5. Is Director able to stimulate and guide others?

always nearly always often sometimes seldom never don't know

Comments:

IV. SERVICE AND COMMUNITY RELATIONS

1. Does the Director select and order books and materials according to policies adopted by the board?

always nearly always often sometimes seldom never don't know

Comments:

2. Does the Director seek innovative ways of providing library services to groups and individuals?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director work well with all kinds of community groups?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director have the respect of other community leaders and governing officials?

always nearly always often sometimes seldom never don't know

Comments:

V. GENERAL JOB PERFORMANCE

1. Does the Director set and maintain high standards of service?

always nearly always often sometimes seldom never don't know

Comments:

2. Does the Director accept constructive criticism?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director maintain regular working hours and thus be readily accessible to the board, staff, officials and general public?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director attend meetings essential to continuing education and library development?

always nearly always often sometimes seldom never don't know

Comments:

5. Does the Director pursue new concepts and procedures?

always nearly always often sometimes seldom never don't know

Comments:

6. Does the Director regularly visit each branch and meet with local library boards?

always nearly always often sometimes seldom never don't know

Comments:

VI. SUMMARY: Is the Director's maturity and personal growth in job concept and performance satisfactory?

ADDITIONAL COMMENTS: